Planning and Guidance

Chapter 4

If you fail to plan, you're planning to fail

Plan, plan, plan….then have a back-up plan!

Types of Military Operations

Source: Joint Operations (Joint Publication 3-0)

More than Iraq/Afghanistan – be prepared!

- Exercise Bright Star **– Egypt (largest in the region)**
- JSOTF Atlas Shield **– Athens Olympics security operation**
- JTF IWO JIMA **– NEO Liberia**
- JTF Lebanon **– NEO Beruit**
- Exercise Cobra Gold **– Thailand annual joint training**
- JTF 536 **– Indonesia Tsunami humanitarian mission**
- Trans Sahel Counter–terrorism Initiative **– Mali, Niger, etc. spec ops**
- CJTF 120 Support Democracy **– Haiti**
- JTF Gitmo **– Guantanamo Bay**
- Exercise Balikatan & JSOTF-P **– Philippines**
- Exercise Flintlock **– Senegal –Special Ops Training**
- West Africa Training Cruise / Medflag **– African military training**
- Exercise Bulwark **– Bulgaria**
- Operation Atlas Response **– Mozambique floods humanitarian mission**
- e Obelisk **– NEO Sierra Leone**
- Exercise Africa Lion **– Morocco joint training**

Acceed

Learning Objectives

Terminal Objectives

Explain the elements of contingency contracting planning

Enabling Objectives

Identify actions to be taken during pre-deployment phase

Identify the types of contingencies

Describe the 4 phases of contingency contracting

Compare service theater support organizations and capabilities

Identify the various combat support

Types of Contingency Operations

Declared & Non-Declared

- **The declaration of a contingency triggers invocation of 10 USC 2302(7) which raises the Simplified Acquisition Threshold (SAT)**
  - $300,000 for any contract to be awarded and performed, or purchase to be made, inside the United States;
  - $1,000,000 for any contract to be awarded and performed, or purchase to be made, outside the United States

- **Authorized by either:**

  (1) Secretary of Defense as an operation in which members of the armed forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or

Pre Deployment Planning

- **Personal and Administrative Preparations**
  - **Review pre-deployment checklist**
- **Research is key before you deploy**
  - **http://www.cia.gov/cia/publications/factbook/index.html**
  - **http://usembassy.state.gov/**
  - **http://www.usaid.gov**
  - **http://wwwn.cdc.gov/travel/default.aspx**
- **Information from other CCOs (Joint) supporting mission**
  - **Best to have a plan before you leave**
  - **After Action Report (AAR)/Lessons Learned**
  - **https://acc.dau.mil/contingency**

Contingency Contracting Kits

- 60-90 Day Supply of Forms
- Ultra light Notebook Computer (extra batteries & car adapter charger)
- Worldwide electrical adapter
- Micro printer
- Portable Fax / Copier
- Communications Equipment
- Digital Camera (your SMART phone)
- Standard Office Supplies
- Site Survey Market data
- Office SOP
- DCCH DVD

(Tailor the Kit to fit the mission)

CCO Overhead Considerations

Hotels & Lodging with Business Center

CCO's Communications

GSM/ 3G/4G phone

Worldwide calling plan

Fax

Transportation

Lease

Gas

Repairs

Tolls

Interpreters, Linguists and Drivers

Daily, Monthly, Weekly rates?
Where does the interpreter live?
Can interpreter attend military meetings?
Status: Contractor on the battlefield?

Mature vs Immature - Environment

Mature. A mature contracting environment is one characterized by: a sophisticated distribution system that can rapidly respond to changing requirements and priorities; sufficient vendors who can comply with FAR requirements in order to meet contingency contracting demands and have previous experience contracting with the US government; and, in the best case, where there is an existing DoD contracting office or structure in place.

- **Examples of mature contracting environments include: *Kuwait, Saudi Arabia, Korea, and Western Europe.***

Immature. An immature contracting environment is an area with little or no built-up infrastructure, few vendors and of the available vendors few, if any, have previous experience contracting with the ***US.***

- **Examples of immature contracting environments include: *Afghanistan, Iraq, many African nations, disaster affected areas in the Far East and Central America.***

- **COs must consider the "maturity factor" in planning for contingency operations**
- **They will need to bring different contracting tools based on maturity and contingency phase.**

The Embassy

PROCUREMENT CAPABILITIES

- General Services Officer (GSO) for the Embassy has up to unlimited warrant authorization.
- May assist you with bill paying. Coordinate with the DATT or ODC

  International Cooperative Administrative Support Services (**ICASS**)
- Excellent source for market data on local sources of supplies and service.
- May be helpful in resolving disputes, terminations and providing information on local business practices and customs.
- Independent of DoD (can say “no”)

Navy Husbanding Contracts

Global network of local agents

- Know language and business environment
- Understand how to get things done fast locally
- Contracts already in place (CCO, authorized ordering officers can place orders against contracts anytime)
- MOOTW support 24/7

- Easy Bill pay

Operational Contract Support (OCS)

ANNEX W

- **Is the mechanism for planning the contracting support for an operation**
- **OCS is an integral part of both the deliberate and crisis action planning process, and should be included in all OPLANS as Annex W (OCS)**
- **OCS ensures that planners and operators (including contracting personnel) conduct advance planning, preparation, and coordination to support deployed forces, and that contracting requirements, plans and procedures are known and included in overall plans for an operation**

The CCO Continuity Book

Maintain a deployed CCO's Continuity Book to provide continuity for any follow-on CCO, and, when the mission is complete, serve as a reference to J-4 or appropriate [illegible]

It can be electronic or hand written

Pre-Planning Teams

Advance parties

Advanced Echelon

http://www.scribd.com/doc/1839201/us-army-ADVON

Pre-Deployment Site Survey teams

http://www.globalsecurity.org/military/library/news/2006/07/mil-060716-afps07.htm

http://www.almc.army.mil/alog/issues/SepOct04/freedom.html

http://www.nau.usace.army.mil/who/district.php

Humanitarian Assistance Survey Team

http://www.specialoperations.com/Operations/Atlas_Response/Default.htm

http://www.globalsecurity.org/military/ops/liberia_orbat.h

Foreign Currency Considerations

- ✓ **Currency Fluctuations and the flex account (Euro)**
- ✓ **Inflation (Zimbabwe)**
- ✓ **Can the paying office pay in the foreign currency (DFAS vs Embassies)**
- ✓ **Denomination of the bills (bricks of cash ~ $100)**
- ✓ **Obligate in USD $ but write the contract in local currency**
  - **http://www.oanda.com/**
  - **http://www.xe.com/**
  - **Understand the pros & cons**

Civil Augmentation Programs

CAP plans for the use of civilian contractors during contingencies or in wartime to augment the logistics support of selected forces. Typically these programs could apply in all phases of contingency operations

(LOGCAP)

- **US Navy Global Contingency Contracts**
  - **Global Construction Capability Contract (GCCC)**
  - **Global Contingency Service Contract (GCSC)**
- **Air Force Contract Augmentation Program (AFCAP)**

Contingency Contracting Phases

- ***Phase I:*** **Mobilization/Initial Deployment**
  - Pre-planning paramount and identification of key experienced personnel to lead the advance party. Extensive use of SF-44's, cash and carry
- ***Phase II:*** **Joint Reception, Staging, Onward Movement, and Integration (JRSOI) Formerly known as Build-up**
  - Journeyman level CCO's usually assigned. Use of Blanket Purchase Agreements (BPA's), SF-44's, Letter Contracts,
- ***Phase III*****: Sustainment**
  - More experienced CCO's needed to negotiate and maintain longer term contracts. Contracts become more complex (CPFF, IDIQ, etc). Use of Civil Augmentation Programs/ contractors.
- ***Phase IV*****: Termination/Redeployment**
  - Contract Admin (DCMA) experience an asset as all

Phase I: Mobilization/Initial Deployment

SUPPORT REQUIREMENTS

- **Responsiveness (#1 priority)**
- **Initial focus on personnel support requirements**
- **Food, water, billeting, transportation**
- **Allows units to use cr rt**
  rtime cap
  ersonnel res

Phase I Continued

RESPONSIBILITIES

- **Contracting may be initially responsible for:**
  - Helping define the requirements
  - Writing specifications/staten
  - Receipt/delivery of items

More Phase I

CONTRACTUAL METHOD

- **SF44s (3-in-1) and Cas**
- **Blanket Purchase Agr**
- **GPC**
- **Letter Contracts**
- **Purchase Orders**

Phase II: JRSOI

Types of Requirements

- Construction Supplies and Services
- Office Equipment and Furniture
- Power generation equipment
- Infrastructure building items
  - Prepare for the wave of personnel

Procedure/Process Changes

- Purchase Requisition Controls
- Streamline and Decentralized Purchasing Methods
- Building Source Lists
- Funding and reimbursements
- EFT

Phase III: Sustainment

- Long term solutions to recurring requirements
- Requirement consolidation
- Establish long term contracts
- Establish procedures to acquire items outside AOR
- Development of 24 hour source list
- Use of Civil Augmentation Programs

Phase IIIb: Constainment

Prolonged Contingency Sustainment in a hostile, dynamic, and fast-paced op-tempo environment

- Joint Theater Support Contract Command (JCC I/A)
  - Complex Services (various CAPs)
  - Complex Logistics
  - MILCON & Rudimentary projects
  - Massive O&M

During nation reconstruction and ongoing *icasd*

Phase IV: Termination/Redeployment

- Personnel support contracts
- Contract termination and closeout
- Contract reporting/file documentation and staging
- Transition to follow-on forces
- After action report / lessons learned

Types of Contract Support

Theater support contracts

Contingency contracts awarded by contracting officers deployed to the operational area serving under the direct deployed location contracting authority

System support contracts

Contracts awarded by Service acquisition program management (PM) offices to provide technical support, maintenance support and, in some cases, Class IX support for selected military weapon and support systems

External support contracts

Also contracts awarded by Service acquisition program management (PM) offices to provide a variety of logistic and other non-combat related services and supply support. Largest and most commonly known external support contracts are the Services' civil augmentation program (CAP) contracts

- Army Logistics Civil Augmentation Program (LOGCAP)

Service Theater Support Contracting Organizations And Capabilities

Air Force

The Air Force has a very large and well trained theater support contracting capability. The Air Force meets their theater support contracting needs by:

- Developing military contracting professionals, enlisted and officer, who are anticipated to spend the majority of their career in this field
- Augmenting their home-base contracting experience with contingency training and exercises
- Organizing all military for potential deployment using flexible, modular skills packages, called Unit Type Codes (UTCs);
- Employing members in a predictable, structured, managed Air Expeditionary Force (AEF) deployment process.

Service Theater Support Contracting Organizations And Capabilities

Army

The Army has an integrated approach to a theater support contracting structure. The Army's core of officers and NCO's trained as contingency contracting officers are part of the Contracting Support Brigades (CSBs).

- CSBs are made up of contingency contracting battalions, senior contingency contracting teams and contingency contracting teams.
- CSB commanders are responsible for training and readiness of their subordinate units to support, in coordination with the Army Field Support Brigade (AFSB's), contracting planning efforts at the Army Service component and senior Army logistic command levels.
- The Army's modular contracting units train and deploy as a unit and provide general (vice direct)

Service Theater Support Contracting Organizations And Capabilities

Navy

Navy contingency contracting capability is based on two principles:

- The Navy does not maintain a dedicated contingency contracting force. Instead, Naval officers and civilians, assigned to field contracting and systems acquisitions commands performing contracting functions, are deployed as contingency contracting officers as operations dictate.
- The Navy leverages the network (Husbanding Contractors) that provides global logistics support to maritime and expeditionary forces operating worldwide to create a scalable and multi-level response to a real world situation.
- The Navy Civil Engineer Corps is responsible for [illegible] construction contracting. Civil [illegible] are warranted separately via Navy

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Service Theater Support Contracting Organizations And Capabilities

Marines

The Marine Corps has a limited number of uniformed contingency contracting personnel who deploy as part of a MAGTF

- The MAGTF contracting section develops a contract support plan as part of the overall logistic support plan that includes the number of personnel to be deployed.
- Generally, the Marine Corps does not deploy civilian contracting professionals in support of contingency operations.
- Marine Corps contracting officers do not contract for construction nor do they have they possess the necessary skill set to support major reconstruction efforts.

Contingency Contract Support Agencies

Defense Contract Management Agency (DCMA)

Defense Contract Audit Agency (DCAA)

What do they do?

Defense Logistics Agency (DLA)

Exercise: “the Elevator Pitch”

- ✓ Who you are
- ✓ How you will support the mission
- ✓ Any special needs or requirement
- ✓ Your capabilities (what types of things can you provide the commander)
- ✓ You’re there to solve problems not be an obstacle to completing the mission

Practical Exercise Con't

Prepare a CCO Commander's In-Brief (Individual)

Setting: you are the new CCO arriving to a contingency and the first item on your agenda is to brief the on scene Commander of your role in meeting the mission. The Commander only has a few minutes to meet with you. What do you say?

- **Prepare an outline for a ~2 minute verbal brief**
- **Succinctly state purpose, priorities, limitations, concerns, etc.**
- **Share your individual brief amongst your team**
- **Be ready to share with the class in a ½ hour**